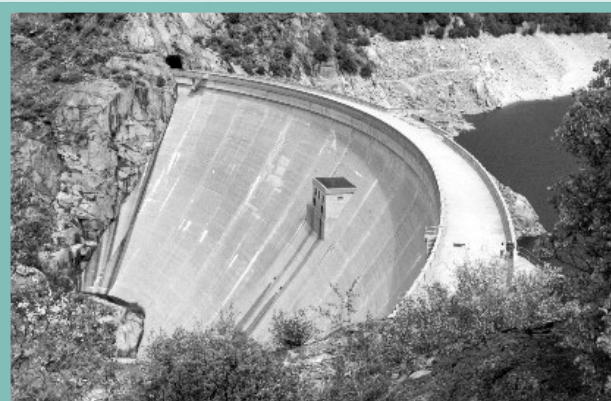


*CITY AND COUNTY
OF SAN FRANCISCO
Public Utilities
Commission (SFPUC)
Is Seeking An
ASSISTANT GENERAL
MANAGER -
INFRASTRUCTURE*



THE COMMUNITY

San Francisco is the fourth largest city in California and one of the premiere cities in the world. Known as the “City by the Bay,” San Francisco is a world-class city and serves as a center for business, commerce, and culture on the West Coast. San Francisco is one of the most diverse communities in the United States, with a population of just under 800,000 spread over a 46.7 square mile area and surrounded on three sides by the Pacific Ocean and the San Francisco Bay. From exciting neighborhoods rich in ethnic diversity to scenic wonders that enrich the senses and enliven the soul, San Francisco beckons to all who dream of the good life. The City is a cultural wonderland, with world-renowned opera and ballet companies, some of the country’s finest chefs and restaurants, and thriving ethnic communities where custom, tradition and history are preserved, celebrated and shared. Little wonder that San Francisco has been named the world’s top city twice and the top U.S. city seven times since 1988.



SAN FRANCISCO PUBLIC UTILITIES COMMISSION (SFPUC)

The San Francisco Public Utilities Commission (SFPUC) is a department of the City and County of San Francisco. The SFPUC provides retail drinking water and sewer services to San Francisco, wholesale water to three other Bay Area Counties, and hydroelectric power to City government operations.

The San Francisco Public Utilities Commission is an enterprise fund created by the San Francisco Charter in 1932 to oversee the operation and management of City and County public utilities. The Commission’s jurisdiction includes the San Francisco Water Department, Hetch-Hetchy Water and Power, and the Clean Water Program, with budgets totaling over \$400 million, capital programs of over \$5 billion, and approximately 1,900 employees. Hetch-Hetchy Water and Power supplies more than 85% of the potable water delivered by the SFPUC to over 2.3 million users in San Francisco and the Bay Area.

The San Francisco Public Utilities Commission oversees three of the City’s municipal utilities:

- The Hetch-Hetchy project, which consists of water supply and power generating facilities in the Sierra Nevada.
- The water treatment and distribution system, which delivers some of the purest drinking water in California.
- The wastewater treatment and disposal system, which collects and treats sewage and storm water flows within San Francisco.

Each of the three utilities represents a separate enterprise within the SFPUC. Four divisions are responsible for the operation of the utilities – the Hetch-Hetchy Water and Power (HHWP) division, the Water Supply and Treatment (WST) division, the City Distribution Division (CDD), and the Water Pollution Control (WPC) division. In addition to these four operating divisions there are eight (8) bureaus that provide technical and administrative support services.

THE COMMISSION

The San Francisco Public Utilities Commission is lead by five commissioners, appointed by the Mayor to serve overlapping four-year terms. The Commission in turn elects one of its members to serve as its president each year. The Commission and the Mayor appoint the General Manager, who is responsible for the SFPUC’s day-to-day operations in accordance with the Commission’s policies, the City charter, and the administrative code. Final budgetary authority rests with the Mayor and the Board of Supervisors.

CURRENT AND FUTURE CHALLENGES

The San Francisco Public Utilities Commission oversees a massive water storage and distribution system. Aging infrastructure and increased water quality regulations require the SFPUC to take action. Some of these needs are immediate, while others require long-term planning, funding, and implementation. Immediate needs include:

- Replacing water mains.
- Increasing monitoring and source protection to maintain filtration exemption.

- Improving water treatment operations.
- Developing ground water and other sources to expand supplies.

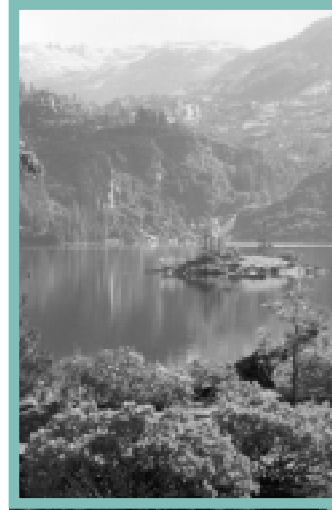
LONGTERM NEEDS

- Expansion of watershed protection.
- Major capital improvements to infrastructure.
- Enhancing the reliability of the water delivery system and reducing seismic vulnerability.

Existing financial resources are not sufficient to meet these needs and therefore the SFPUC is exploring a number of options to fund these improvements, including moderate increases in water rates and the issuance of municipal bonds.

MISSION STATEMENT

- To serve San Francisco and its Bay Area customers with reliable, high quality and affordable water while maximizing benefits from power operations and responsibly managing the resources entrusted to its care.
- To protect public health and the aquatic environment by providing safe, reliable, and efficient collection, treatment and disposal of San Francisco's wastewater.
- To conduct its business affairs in a manner that promotes efficiency, minimized waste and assures ratepayer confidence.
- To promote diversity and health, safety, and professional development of its employees.



THE NEW ASSISTANT GENERAL MANAGER

Reporting to the General Manager, the new Assistant General Manager (AGM) will have management responsibility for all of the SFPUC's engineering services, including the implementation of a \$4.6 billion capital improvements program (CIP) over the next decade. Significant projects include upgrades to the regional water system, improvements to City's water distribution facilities, and enhancements to the City water pollution control plants and related facilities. The Utilities Engineering Bureau and CIP resources include a staff of 243, which will grow to 300 during the life of the CIP, and an operating budget of \$1.4 million.

PRIORITIES AND ISSUES

In preparation for recruitment of a new Assistant, the SFPUC identified the following expectations of the successful candidate.

Implementation of the CIP

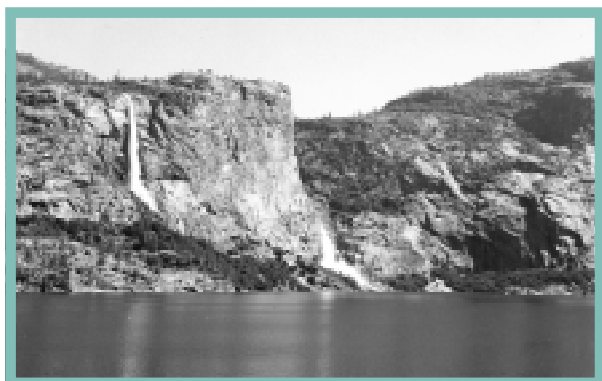
The primary focus of the new AGM will be implementation of one of the most ambitious capital improvement programs ever undertaken by a major public utility. This effort will require the AGM to unify the bureau's staff around this once-in-a-lifetime opportunity by clarifying the bureau's vision, core services, project delivery systems, and providing strong technical oversight to all projects. Timely, cost-effective delivery of quality projects is a high-priority organizational goal.

Organization Development

The opportunities and challenges facing the bureaus are consistent with the size of the capital program. The AGM will be expected to build the organization's capacity to deliver projects and respond in a timely fashion. Particular opportunities include recruitment, development and retention of staff, development of a strong leadership team, and the implementation of state-of-the-art project management systems.

Customer Relations

The new AGM will need to focus on building and maintaining effective working relationships with all the bureau's customers. Particular emphasis needs to be placed on building strategic partnerships both within and outside the SFPUC.



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Advisor

The AGM is expected to serve as a consultant and advisor to the Mayor, Board of Supervisors, SFPUC Commission, General Manager, and executive staff. This role is an extremely important one and must be assumed with competence, judgment, and sensitivity.

IDEAL CANDIDATE

The ideal candidate is a sophisticated engineering executive who has exceptional leadership, communication and interpersonal skills, and possesses broad experience in all areas of engineering and management. We are looking for an experienced engineer who has strong technical expertise and has managed multi-million or multi-billion-dollar infrastructure improvements in the areas of water supply systems, wastewater systems, or other comparably scaled capital projects. In addition, candidates should have a proven track record of innovation/creativity, and of building strong relationships with elected officials, City staff, the community and regional agencies. A bachelor's degree in engineering or a related field is required, and a master's degree in business is highly desirable. The successful candidate must be registered as an engineer in the State of California, or must complete the necessary requirements to transfer his/her registration from another state.



Personal Characteristics and Management Style

The ideal candidate:

- Is capable of resolving conflicts in an equitable, responsive and decisive manner
- Has strong team building skills
- Effectively communicates and sells ideas
- Is comfortable with a position that has very broad parameters of responsibility and requires a keen sense of judgment
- Provides strong leadership
- Is focused on both internal and external customer service
- Holds respect for the individual as a core value
- Works collaboratively with stake holders in accomplishing their goals; is able to balance conflicting needs and demands
- Is willing to take risks and attempt innovative approaches to issues
- Is at ease serving as a consultant to executive management team
- Is a skilled and creative problem solver
- Is politically astute, yet not political
- Is candid and diplomatic
- Displays composure and self control
- Thrives in a fast-paced work environment
- Is flexible, unbiased, compassionate and has a high level of integrity
- Appreciates and is sensitive to the richly diverse multi-cultural environment that constitutes the City of San Francisco

COMPENSATION AND BENEFITS

The salary for the position is negotiable. In addition, the City provides an excellent management benefits package. To be considered for this exceptional career opportunity, submit resume, cover letter with current salary, and three work-related references by **Friday, June 21, 2002** to:



SHANNON EXECUTIVE SEARCH

241 Lathrop Way
Sacramento, CA 95815
Ph (916) 263-1401
Fax (916) 561-7205

Email: resumes@cps.ca.gov

Website: www.cps.ca.gov/shannon

Following the filing date, resumes will be screened in relation to the criteria outlined in this brochure. Candidates with relevant qualifications will be given preliminary interviews by the consultants. Candidates deemed most qualified will be reported to the City. A final interview process designed and administered by the consultants will then be scheduled for selected candidates.